

HRMO REORGANIZATION



Objectives of the NOAA Human Resources System

Focus on people as the primary drivers of "business" performance

Ensure availability of professional, highly motivated workforce to effectively meet rapidly changing mission requirements

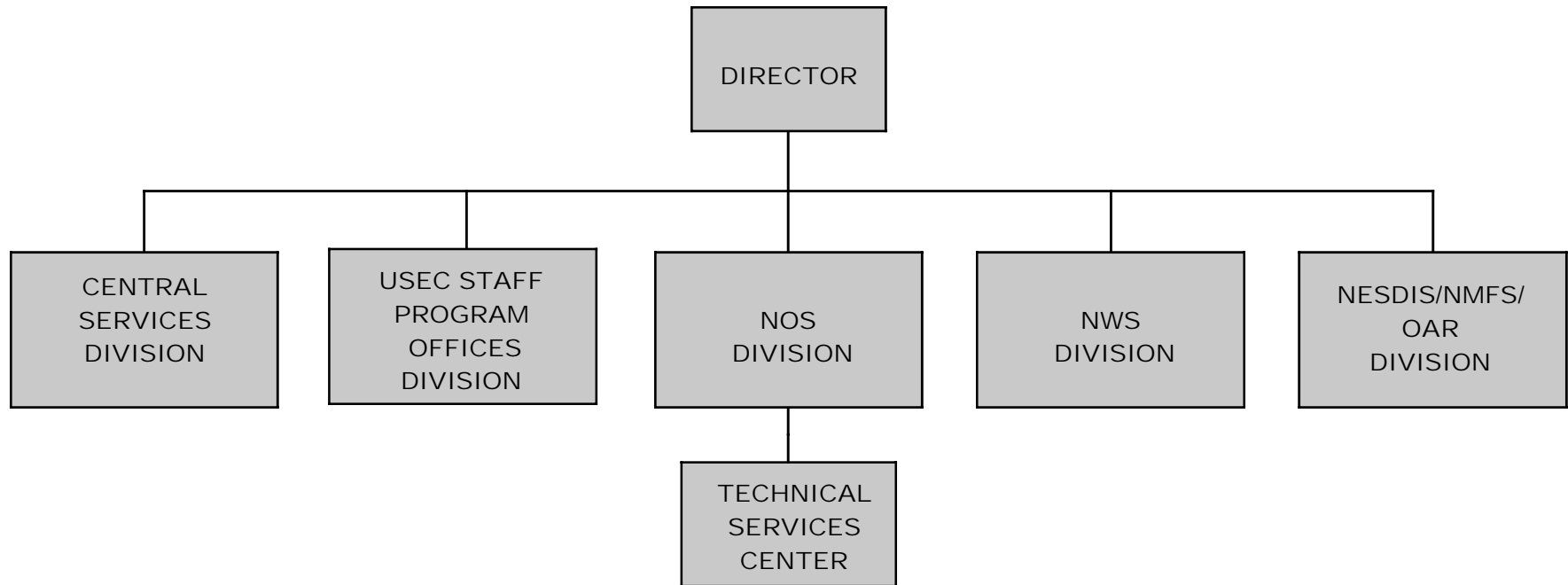
Enhance individual and organizational effectiveness

Attract a diverse workforce and help drive diversity into the NOAA culture

Partner with Diversity and Civil Rights to create a high quality of "work life"

OFFICE OF FINANCE AND ADMINISTRATION

HUMAN RESOURCES MANAGEMENT OFFICE (former structure)



Drivers of Organizational Structure Change: (cont.)

- 50% cut in HR resources not offset by new, streamlined processes
- 1998 Hackett Group report showed NOAA- HRMO HR FTEs at 16.5 per 1,000 employees compared to Government average of 19.7
- 1997 Saratoga Institute report shows average servicing ratio of 1:90 where efficiencies have been gained through shared service centers, employee self-service, and process automation; NOAA HR ratio is 1:94 with no efficiencies gained

Drivers of Organizational Structure Change: (cont.)

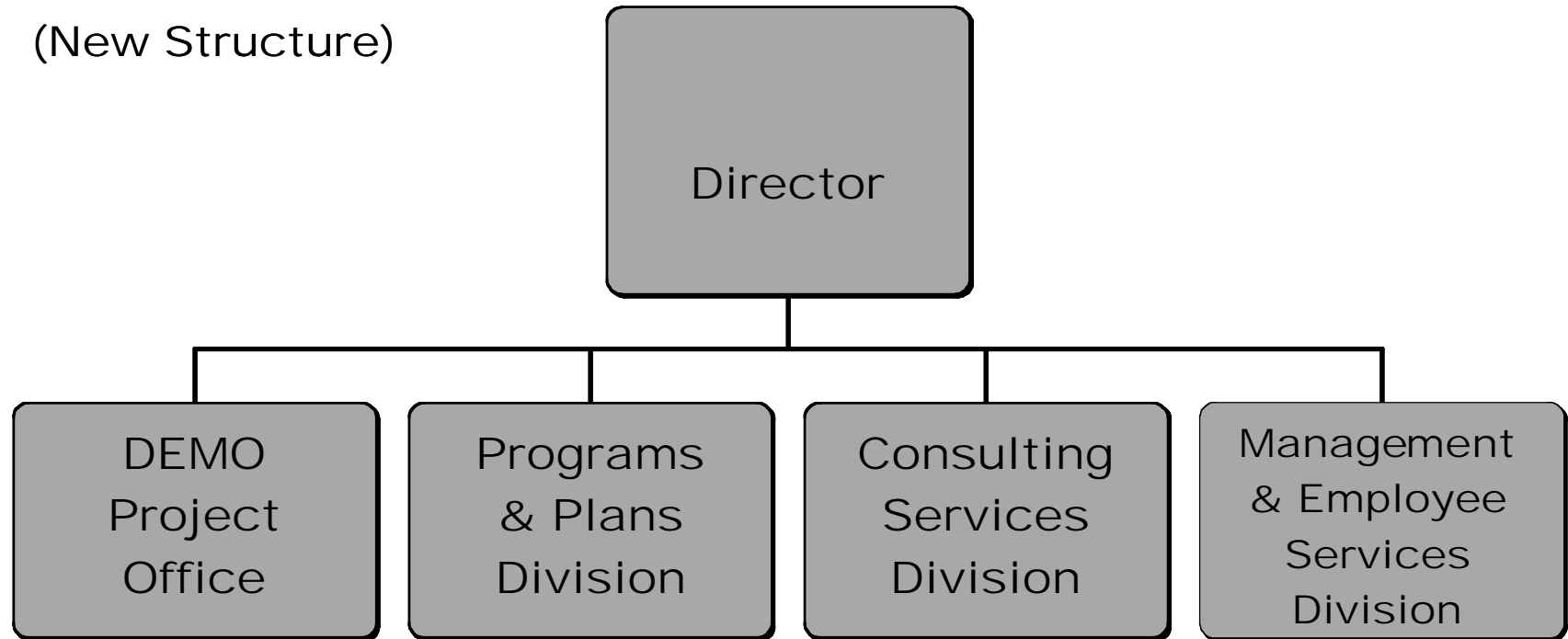
- Pace of change in NOAA, requiring a responsive human resources management system, may accelerate
- Inability to provide oversight of managers' execution of human resources management authorities
- Many human resources functions critical to drawing in and retaining a skilled NOAA workforce were eliminated totally

Drivers of Organizational Structure Change: (cont.)

- Push to provide cost effective service will continue
- DOC OHRM will continue to levy new and pressing requirements upon NOAA
- The role of the human resources organization is changing

H R M O

(New Structure)



Key Roles of the NOAA Human Resources Management Office (cont.)

- Provide consultation around individual, team, office, and corporate performance
- Act as agent to help employees plan their careers
- Work with managers to lead organizational change
- Design and execute strategies to attract, retain, and motivate scarce human resources

Key Roles of the NOAA Human Resources Management Office (cont.)

- Analyze and understand the impact of labor market trends
- Manage workforce data for trends and skills analysis, forecasting, problem solving, and employee record keeping
- Facilitate individual and workplace problems and dispute resolution

Office of the Director of Human Resources Management

Overall role: Strategic direction and leadership

- *Specific roles and responsibilities:*
 - Serve as primary consultant on corporate human resources issues
 - Conduct HR planning, budgeting and management
 - Liaise with or designate liaison with external and oversight organizations
 - Serve as permanent consultant to NOAA Boards such as the OERB
 - Manage executive resources program

Management & Employee Services (Operations) Division

Overall role: Provide daily service to managers,
supervisors and employees

- *Specific roles and responsibilities:*
 - Help managers and supervisors design, price, and fill vacant positions with candidates that meet their needs
 - Respond to employee inquiries about any aspect of employment status and history
 - Provide employee record-keeping including entry on duty and termination processing

Management & Employee Services (Operations) Division

- *Specific roles and responsibilities(cont.):*
 - Manage services such as:
 - health benefits
 - retirement
 - TSP
 - Indebtedness processing
 - FOIA requests
 - Payroll & T&A record
 - keeping administration
 - life insurance
 - drug testing
 - new employee orientation
 - leave administration including leave transfer
 - administration of the automated personnel system

Demonstration Project Office

- Implement the DOC Demonstration Project within NOAA, to include providing day-to-day operating services for the NOAA offices participating in the Project
- Serve as liaison with DOC and OPM to enhance and expand the Demonstration Project within NOAA

Programs and Plans Division

Overall role: Design and execute human
resources strategies

- *Specific roles and responsibilities:*
 - Manage the career counseling program
 - Design career development program to match NOAA-wide needs with available skills base
 - Design, modify and manage HR programs including:
 - recruitment/selection
 - performance management
 - labor and employee relations
 - compensation and pay
 - assignments and promotions
 - rewards and recognition
 - benefits and entitlements
 - employee training

Programs and Plans Division

- *Specific roles and responsibilities (cont.):*
 - Lead involvement in workforce planning
 - Identify and analyze workforce trends, demographics and specific occupational data
 - Conduct and analyze employee data to provide management information
 - Identify technology strategic requirements
 - Lead implementation of new technology regardless of source
 - Liaise with external oversight organizations

Programs and Plans Division

- *Specific roles and responsibilities (cont.):*
 - Participate on special projects
 - Evaluate effectiveness of human resources management practices, programs and operations
 - Design and administer HR performance measurement system, e.g., BSC
 - Design and submit requirements for new or modified statutes, regulations, policies, etc.
 - Create and monitor execution of HR contribution to the NOAA and OFA operational plans

Consulting Services Division

Overall role: Consult to management on individual and organizational performance improvement

- *Specific roles and responsibilities:*
 - Provide conflict resolution techniques to management and the workforce
 - Design succession management programs and processes
 - Provide tailored organization consulting to managers and supervisors
 - Provide consulting on high performance systems, and change management implementation

Consulting Services Division

- *Specific roles and responsibilities(cont.):*
 - Design systems-wide change forums that help tie mission strategic outputs to available human resources programs
 - Act as change management consultants
 - Provide labor relations support, expertise and tracking
 - Coordinate disciplinary/adverse actions with line managers
 - Manage employee grievance resolution process

Consulting Services Division

- *Specific roles and responsibilities(cont.):*
 - Manage workforce adjustment programs
 - Consult with managers on salary adjustments, rewards and recognition programs and other compensation and skills issues
 - Provide advice and assistance on organizational structuring and job/assignment structuring

Benefits of Restructuring

- Eliminates duplication of effort
- Consolidates scarce resources
- Allows development and implementation of standard operating procedures to provide consistency in the level of services provided
- Allows operational staff to learn from one another
- Provides positions for HRMO staff to grow into and through

Benefits of Restructuring (cont.)

- Recognizes the changing role of HR organizations and staff
- If minimal additional resources are provided, allows for focus on providing expert advice and guidance and specialized services
- Provides basis for further enhancement of the NOAA human resources system
- Recognizes requirements for ASCs to provide some NOAA-wide services in collaboration with the HRMO